



# 2004 Annual Report of the Environmental Finance Center Network

## Region 2 – EFC at Syracuse University at the Maxwell School of Citizenship and Public Affairs

*The EFC at the Maxwell School at Syracuse University was established in 1993 as the Region 2 Environmental Finance Center. The EFC serves the States of New York and New Jersey as well as Puerto Rico and the U.S. Virgin Islands.*

### INTRODUCTION

The EPA Region 2 Environmental Finance Center (EFC) at Syracuse University's Maxwell School of Citizenship and Public Affairs was established in 1993. During 2004, the Maxwell EFC continued to build a considerable record of accomplishment. The Public Management and Finance Program (PMFP), a hallmark project of the EFC, continues to thrive along with requests for other EFC services. Over the course of the past year, the PMFP provided assistance to more than fifty communities, and has been very well-received in New York because it enables

communities to better understand the relationship environmental finance has with other areas of government business, particularly economic or community development. The alliances and collaboration among technical assistance providers has been very instrumental in removing the gaps in the delivery of technical assistance, although all partners of the PMFP are cognizant that the cumulative of needs among communities exceed the resources available. Other services provided by the EFC during 2004 included assistance with rate setting and analysis, facilitation of processes relative to environmental improvement, training events focused on environmental issues, and analyses of funding options.

The United States Department of Agriculture (USDA) has continued to contribute support for the water and wastewater related activities of the PMFP, awarding \$205,300 to the Region 2 EFC for 2003-4 program activities. The bulk of activities performed under the USDA grant involved specific municipal water or wastewater projects in which there was a need to facilitate the processes involved in the planning, financing, and implementation phases. These processes involved community-specific public outreach and education strategies relative to the costs associated with water or wastewater projects, a critical link needed to generate public awareness and support. In addition to the process facets of specific projects, the EFC targeted the smallest communities of New York State for training and capacity building initiatives. The EFC ended the year with the submission of a proposal to the USDA Technical Assistance and Training Program (TAT), including seven other EFCs (KY, ME, MD, NC, CA, ID and NM) in the PMFP water and wastewater activities. It is hopeful that the USDA will see the value and have the means to support a project implemented by the Environmental Finance Center Network, although it is understood that funding for such programs has declined due to homeland security and other national budgetary priorities.

Of equal importance during 2004 were activities associated with the Source Water Protection project, performed under the leadership of the New Mexico EFC. The source water activities have led to support from a private foundation to build upon the work accomplished through EPA support. Additionally, the EFC planned and implemented a unique series of training events, the "Panels on Wastewater for Local Representatives", which were developed in collaboration with the NYS Department of Environmental Conservation, the NY Rural Water Association, and the NY Water Environment Association. The EFC expects 2005 to be a year in which past and present efforts will be built upon and continue to flourish, thus enhancing the services it provides to EPA Region 2.

## ON-GOING ACTIVITIES AND PROJECTS

- Attendance at professional association meetings and presentations about the EFC Network, and topic-specific issues including capital planning and financing, the concepts of water and wastewater rate setting, collaborative planning, capacity building, and sustainable community development.
- Participating in planning prospective projects with government, nonprofit, and private sector partners of the Public Management and Finance Program. This includes projects that can receive support from private foundations.
- Collaborating with other technical assistance organizations to provide assistance to rural communities seeking to address environmental infrastructure improvement projects.
- Serving as a content provider to government and non-profit organizations that provide assistance and conduct workshops for municipal decision-makers.
- Continued emphasis on collaborating with other universities and non-profit organizations to develop proposals addressing environmental concerns, particularly those relating to water issues but also including brownfields redevelopment, lead contamination and more.
- Responding to requests from communities for assistance ranging from how to finance major water system repairs and how to develop capital budgets for environmental improvements to conducting focus groups to elicit public input or assess public awareness and support of environmental projects.
- Continuation of tasks and activities relative to specific projects, such as the Source Water Project, rate analysis, and customized forms of assistance in cost recovery.

## ACCOMPLISHMENTS

### PUBLIC MANAGEMENT AND FINANCE PROGRAM

Since EFC 2 was established at the Maxwell School, it has become a resource for municipal professionals and other community representatives through a variety of presentations, workshops, and interactive forums. The *Public Management and Finance Program* (PMFP), officially launched in April 2001, has served as a means

for municipal professionals and leaders from EPA Region 2 communities to learn, explore, and discuss public finance and other issues relative to environmental improvements. The PMFP has received support from the United States Department of Agriculture to continue working with rural communities struggling with water or wastewater infrastructure development projects.

During 2004, the PMFP responded to requests from local government officials to hold a topic-specific forum for local officials for the purpose of learning pertinent environment-related information. The forum was held in February 2004 at the Town of Alexandria Municipal Building. A representative of the New York Office of the State Comptroller (NYS OSC) spoke with more than twenty five municipal representatives about implementing intermunicipal agreements as a means to provide enhanced or expanded services to their constituencies. Representatives of abutting communities found that if water and wastewater projects are planned cooperatively, the costs can be substantially less. The February forum consisted of a presentation by the NYS OSC regarding the basics of intermunicipal agreements, including successful and unsuccessful attempts to create such agreements, and was followed by a facilitated discussion during which municipal representatives shared their thoughts and community-specific concerns. Due to the success of this event, the EFC plans to host additional forums for local representatives in 2005. The EFC hopes to engage private sector engineering and finance firms to contribute to the sponsorship of these forums. Aside from the monetary value of providing support to the forums, the private sector has significant expertise to offer and will be asked to supplement some of these sessions with presentations and discussions about their experiences as appropriate and fitting to selected topics.

There is little change in the primary functions of the PMFP to facilitate partnerships among technical assistance community, provide public outreach and education relative to environmental improvements, and training to local government officials and technical assistance providers. These three functions, or components, of the PMFP can be critical links to the ability of a community to successfully develop a project. The sub-sections below identify those links. (Refer to the 2002 and 2003 Annual reports for additional information about the components.)

## **TECHNICAL ASSISTANCE PARTNERSHIPS**

The EFC sponsors quarterly “Technical Assistance Partnership Forums” for the purpose of promoting and sustaining collegial relationships among technical

assistance providers (TAPs). During 2004 the Forums were attended by an average of 30 TAPs representing an average of 22 nonprofit, public, private and academic organizations that serve New York as well as other states. The Forums have created an environment in which an exchange of information reduces duplication of efforts, thereby maximizing technical assistance resources available to other communities, and promotes efforts that complement one another, enhancing the ability of the communities they serve to access new or additional resources. It is the only vehicle available to all TAPs to meet on a regular basis to 1) share information about projects without interruptions; 2) discuss solutions to particular situations and “brainstorm” relevant ideas; 3) learn about new statutes, procedures, or guidelines relative to their fields; and 4) receive new or advanced training. There are immense values contained in this activity if one considers the benefit to small communities that is imparted when TAPs communicate with one another about project planning and implementation. The Forums provide ample opportunity for TAPs to “connect” with one another and facilitate communication about community infrastructure projects and ideas. The Forums begin in the morning with each TAP briefly mentioning projects or issues s/he is working with, followed by a specific topic of discussion – alternative financing, funding procedures, conflict management, and stormwater management were among the topics at the 2004 Forums. During the lunch hour, the EFC invites a guest speaker who addresses another topic of interest and then engages TAPs in an interactive discussion. The afternoon hours are set aside for open discussions about a range of issues, concerns, or projects with ample opportunity for people to network and share information.

## STAKEHOLDER OUTREACH AND EDUCATION

The EFC has developed a distinctive niche with respect to generating public interest in environmental infrastructure projects; public outreach and education activities are a critical link for a community to generate public awareness and support. Over the past several years, the EFC has received calls from municipal leaders who have worked to develop a much-needed project but fear that, ultimately, it may be rejected by voters due to a lack public understanding. It is not uncommon for the public to vote against a project due to misperceptions, particularly related to household cost issues.

The EFC has found that public education and outreach strategies have been successful in relaying an understanding about the impetus for the project, the process of project development and the derivation of the household cost. The EFC approaches each community as a distinct entity in which no “one-size-fits-all” model of outreach and

education can be applied. EFC staff meet with community leaders to learn the historical elements of a prospective project as well as the current conditions prompting the planning for the project. Information concerning the extent to which groups have formed in favor or opposition to the project is obtained as well as all information concerning estimated costs.

The EFC customizes the outreach strategy for each community. In some communities, the EFC will develop a community-specific survey to gauge the level of public interest and identify public perceptions. Alternatively, or in tandem with the surveys, the EFC may conduct a series of focus groups to elicit input from homogenous factions within the population and to get insight into any concerns that might exist, what information (accurate or inaccurate) people have received, and what the general perceptions are. These tools enable the EFC to create a sensible strategy for the public outreach and education process. Depending on the community, the EFC might create materials for display and/or distribution in which information, such as the cost of wells/septic systems, is effectively depicted using graphic and verbal methods. Other material might include information concerning the costs associated with getting water from source to tap. While there is a myriad of information available in which such facets of water are illustrated, it is usually very generic and communities can be unresponsive – it is not “their” community and therefore “inaccurate”. EFC material is created to be specific to the community and consequently enjoys an element of responsiveness from community members that generic material cannot provoke.

Another outreach tool is the Community Roundtable. The EFC uses public property or voter lists from the local government to randomly invite up to 50 people to attend. To date, all Roundtables attract more than the number of people who responded that they would attend. The EFC brings a light meal in the early evening and creates a panel of “experts” at the front of the room. The panels are typically comprised of at least one local government official, an engineer, and a representative from a government-sponsored funding agency. The meetings begin with all present introducing themselves and stating what motivated them to attend. The EFC facilitator provides a set of “rules” concerning the purpose of the meeting and giving assurance that all views are valid and worthy of discussion. The facilitator then leads the panel through a brief series of questions concerning the impetus for the project, the technical feasibility of the project, and the anticipated costs per household. The panel provides information on how financing takes place, the length of time it will take for the project to be built, and other issues the EFC believes appropriate. The



audience is then engaged in a facilitated discussion in which they are provided the opportunity to express their concerns. The Roundtables have always resulted in positive and highly constructive discourse focused on the project. Public officials frequently glean insight they previously did not have and the public always gets information that is accurate and framed in terms they can understand.

## TRAINING

The EFC has developed a unique role in the provision of customized training. As the PMFP was being developed, the EFC sought to ensure that its trainings complemented the training provided by its partners, including organizations such as Rural Water Association, RCAP Solutions, NY Conference of Mayors, Association of Towns and more. In order to impart the greatest benefit to communities without duplicating existing training available, the EFC has collaborated with its partners to create customized instructional formats, focused on smaller groups and individuals, which take place over a three to four day period and incorporate a multitude of subject areas. This allowed for the EFC to “fill the gaps” that were believed to exist in the delivery of technical assistance and training among smaller communities. During 2004, the EFC invited more than 1,400 local government officials and technical assistance providers to its specialized training events. Furthermore, the EFC made itself available to provide content to the trainings held by its partner organizations as needed and appropriate.

The launching event for the PMFP took place in April 2001 at Syracuse University’s Minnowbrook Conference Center, located in the Adirondacks. In 2002, there were two PMFP events held at Minnowbrook; in 2003, there were three. In 2004, three separate multiple-day training events, consisting of six distinct trainings, were held. A minimum of three training events are scheduled to take place in 2005. The topic areas presented at the training events were determined primarily by responses from TAPs and community representatives. The EFC staff makes every attempt to respond to the expressed interests of participants. The subjects addressed in the 2004 trainings included public finance, capital planning and budgeting, municipal bond issuance, computer finance models, rate setting and analysis, asset management, environmental conflict management and resolution, project financing procedures and regulations, and *Process Communication Management*.

Each training event integrated “case simulations” into the format. The simulations are developed using real case studies as the basis of the role assignments and training

material. Participants assume new “roles”, which are opposite of their professional roles, to enable them to experience other perspectives. Each group is comprised of an equal distribution of technical assistance providers and government officials, which supports the ability of individuals to explore all perspectives of a given situation. The simulation community members spend the majority of their time solving the problem(s) at hand using the training material for reference and guidance with techniques and methods. The last section of the training events is dedicated to presentations from the simulation communities. During this time, all training participants discuss alternative solutions as well as share real experiences they have had with similar situations. This highly interactive format encourages “peer-to-peer” learning, applied learning, and “shared” learning as simulation group members form teams to solve problems under constrained time and resource conditions. Unlike many training or learning methods, the simulation method is steeped in team building and reliance on the strengths of individuals within the group – everyone participates in the learning process without feeling inhibited or intimidated by unfamiliar information or any lack of skills.

The EFC staff will continue to elicit participants for additional topics of interest and attempt to incorporate those interests into future trainings. Consistently, community representatives and technical assistance providers alike highly rate the PMFP training in terms of both format and content. The training events have continued to expand the clientele of the EFC, as many community leaders have requested specific assistance or asked to be put in contact with partners’ technical assistance services. The trainings are a significant accomplishment, “bridging the gaps” in terms of having a means for technical assistance providers and local governments to interact in a comprehensive manner, using a variety of methods to promote learning, networking, and the delivery of solid expertise relative to environmental improvements. The PMFP will continue to use highly interactive and participatory methods of delivering all of its components.

## **SOURCE WATER PROTECTION PROJECT**

Under the leadership of the University of New Mexico EFC and in cooperation with EPA Region 2, the EFC has been working with communities in Chenango County, NY with common concerns for potential drinking water contamination. To achieve an outcome that combines both process facilitation and direct technical expertise, the EFC continued enjoying a collaborative relationship with the Water Resources Institute to carry out the activities of the project. The project was completed in June



2004, but the EFC has continued to work with the Chenango County Water Operator's Council. Through the Council, the EFC secured a \$6,000 grant from the Altria Group, a private foundation, to work on a project in the County aimed at raising awareness of drinking water sources and protection among private water system users. The following activities were completed on behalf of the Source Water Protection Project during 2004:

- Built upon the successes of the project by obtaining a grant of \$6,000 from the Altria Group, parent corporation of Kraft Foods. Several Kraft water operators are Water Operators Council members and it is through their efforts that the EFC successfully applied for the funding. The grant will be used to conduct focus groups and community meetings and develop outreach material to promote source water protection practices among homeowners. This work will set the stage for later work to promote actual testing of source water.
- Facilitated monthly meetings of the Chenango County Water Operator's Council, a group of public and private water system operators and representatives from the County Health and Planning Departments, Soil and Water Conservation District and the local Environmental Education Center.
- Developed Council meeting agendas in conjunction with Co-Chairs and scheduled speakers and presentations on the following topics:
  - USDA's Conservation Enhancement Program
  - EPA's Disinfectant Byproduct Rule
  - U.S. Geological Service and underground aquifers
  - NYS Department of Health (NYS DOH) and Community Environmental Management as it relates to source water protection
  - Well maintenance
  - Hydrant maintenance and repair
  - Sample, testing and system maintenance
  - Susquehanna River Basin Commission Groundwater Management Plan

- Water system security and financing
- NYS DOH operator grades and certificates
- NYS Department of Environmental Conservation Storm Water Management
- Assisted the Council in developing and compiling a survey of public water system equipment in the County that is available for emergency loan, thereby helping to ensure that all municipal water systems are able to provide uninterrupted service to the public.
- Published the *Council Update*, the Council's quarterly newsletter distributed to all system operators and elected officials in the County.
- Completed or planned source water assessments to supplement the NYS DOH assessments to identify potential sources of contamination to drinking water.
- Distributed meeting notes and agendas to all water system operators and other interested parties in the County (there are 63 system operators and 37 elected officials-congressmen, mayors, supervisors, state senators and assembly representatives).

The Source Water Protection Project is based on the notion that communities working proactively to protect their health and resources will prevent contamination of their drinking water sources. A proactive approach can help a community avoid serious health risks associated with drinking water contamination. It can also be an economical approach—preventing contamination can be much less expensive than cleaning a contaminated source. The brochure the EFC developed in 2002 for distribution to water systems, customers, community groups—anyone interested in protecting their drinking water, continues to enjoy broad distribution and effectively provides basic information about source water protection.

## RATE SETTING ASSISTANCE

During 2004 the EFC continued to work with communities attempting to create equitable user rates as they pursued water and wastewater system improvements. During 2002 and 2003, the EFC developed a more customized system of delivering training and assistance to communities because workshops and instruction at training

events did not appear as valuable to the actual learning process for many practitioners. What the EFC learned through evaluations was that the training events often resulted in “information overload” and municipal representatives derived greater benefit from more one-on-one methods of instruction.

Providing individual assistance requires more time on the part of EFC staff, however, it results in the delivery of more comprehensive information to communities and ensures their ability to develop a stronger internal capacity to work with rate structures. In turn, this assures that the government’s investment in the EFC will have the longer term impact it seeks. Over the past decade, the EFC has recognized that rate setting training delivered in the classroom to groups of practitioners does not have the same long term value, particularly when consideration is given to changes in political administrations responsible for rate setting decisions. Human nature inhibits many individuals in a group setting from asking specific questions relative to their circumstances, or otherwise fails to recognize differences in learning styles. By working with communities on an individual basis, the EFC is not only facilitating capacity-building within a community, it is complementing the broader training provided by other technical assistance providers, such as the Rural Water Association, which continues to deliver training using classroom methods.

During 2004, the EFC provided either comprehensive rate analyses or customized training to many communities including the Village of Watkins Glen, Town of Fenton, Town of Westport, Town of Kirkwood, Town of Jasper, Village of Springville, Town of Inlet, City of Dunkirk, Village of Bergen and Village of Harrisville. Other communities have contacted the EFC expressly about assistance with rate structures. The EFC anticipates working with several of those communities but cannot do so until specific data is made available.

## PANELS ON WASTEWATER FOR LOCAL REPRESENTATIVES

Developed and implemented in 2004, the “*Panels on Wastewater for Local Representatives*” are the product of a collaborative approach involving NY Water Environment Association (NYWEA), NY Rural Water Association (NYRWA), NYS Department of Environmental Conservation (NYSDEC) and the EFC. While many think of the Chief Operator as the responsible party for a municipal wastewater system, the overall success or failure of the system largely depends upon the local officials and other non-technical staff. Informational sessions were specifically designed to reach out to local officials and other non-technical staff; the target

audience was comprised of local representatives who contribute to the management of their wastewater facility including mayors, supervisors, clerks and sewer board members. Each session was filled to capacity, involving a total of 75 attendees which included mayors, supervisors, clerks, treasurers, sewer board members and wastewater operators.

Municipal wastewater treatment plants represent a huge capital investment that provides a critical public service. This program enabled participants to better understand and manage this investment by conveying technical information in layman terms. All sessions were held in the evenings and began with a light dinner, sponsored by NYWEA and NYRWA, to give participants the opportunity to network with funding agency representatives, NYSDEC Regional Water representatives and other technical assistance staff. A basic overview of wastewater “lingo” and treatment processes was presented to encourage officials to communicate with technical operators about management and operational issues on a routine basis. The importance of protecting, maintaining and providing adequate financial support was emphasized. Participants left with a clear sense of environmental administrative responsibilities, the need to maintain compliance and educate the public.

A key component of each session focused on funding sources for wastewater infrastructure improvements. Representatives from NYS Environmental Facilities Corporation, USDA Rural Development, NYS Energy Research and Development Authority, and NYS Department of State Appalachian Regional Commission spoke about potential sources of funding for wastewater projects and provided a wealth of information for participants.

Several factors were instrumental to the success of this project including: free-of-charge evening sessions, an interactive agenda, and conveyance of technical information in laymen terms. Additionally, a comprehensive marketing approach, using printed and electronic media buttressed by personal contact, was implemented to reach the target audience throughout New York State. A pre-session questionnaire focused on participants’ needs and key issues, coupled with a facilitated roundtable discussion, allowed each session to be responsive and individualized. Participants were afforded the opportunity to network with both funding agency representatives and technical staff. Overall, participants gained an enhanced understanding of wastewater treatment including the financial, managerial, and environmental responsibilities of elected representatives.

All sessions were very well attended, confirming a clear need to continue this outreach effort. Topics for future events were identified by participants during the roundtable discussion to maintain responsiveness to community needs. Evaluations showed that participants supported the content and structure of the Panel. Most were able to pinpoint their community's key issues, and planned to become more involved in wastewater management. Plans to continue this successful collaborative effort in 2005 are underway.

## EFC COLLABORATIVE ACTIVITIES SUMMARY

### EFC NETWORK

- The Public Management and Finance Program mentioned previously in its own section was the most significant collaborative activity during 2004, as it was in 2001, 2002 and 2003. EFCs located in Kentucky, North Carolina, New Mexico, Idaho, California, Maine and Maryland were included in a proposal submitted to the USDA in December 2003 to fund the water and wastewater work of the PMFP.
- Through the leadership of the New Mexico EFC and in collaboration with four other EFCs, the EFC 2 will continue to collaborate on the Source Water Project mentioned previously. The EPA funding for the project officially ended in June 2004; however, the EFC 2 sustained the project through support from a private foundation. A continuation of EFC 2 activities is planned through 2005.
- Through the leadership of the EFC@UNC (North Carolina) and in collaboration with the EFC at the University of Maryland, the EFC 2 prepared environmental finance case studies relative to the Appalachian region, focused on Appalachian community infrastructure funding gaps and Appalachian communities that have successfully provided adequate levels of infrastructure investment.
- The New Mexico EFC (lead), in collaboration with five additional EFCs, provided an opportunity for the EFC 2 to participate in a Water System Security project which will address the "how to pay" issues surrounding water system security measures. EFC 2 staff will receive training and impart this knowledge to communities and appropriate technical assistance partners throughout EPA Region 2. The project received funding and is scheduled to begin in early 2005.

- The EFC 2, in collaboration with two other EFCs, submitted “Capacity Building for Morocco NGOs and the Department of the Environment” in August 2004. The purpose of this proposal is to provide training and outreach for Moroccan environmental NGOs and the Department of Environment in order to improve their capacity to protect the environment and enhance their enforcement efforts. Notification of grant funding is pending.

## Other

- The “*Panels on Wastewater for Local Representatives*”, mentioned previously in its own section, are a collaborative effort involving the EFC, New York State Department of Environmental Conservation, NY Rural Water Association, and NY Water Environment Association. The EFC plans to build upon this project throughout 2005 with additional funding from the NYS DEC, anticipated in spring 2005.
- Continued developing concepts and proposals with the Water Resource Institute of Cornell University to work with communities seeking environmental improvements. WRI has immense technical strengths and the EFC has immense financial and process-oriented services that, when combined, make a complementary team. During 2004 WRI and EFC discussed numerous prospective opportunities to consider for the future.
- The New York State Environmental Facilities Corporation (NYSEFC), RCAP Solutions, Inc. and EFC staff collaborated on several occasions in 2004 to provide comprehensive assistance to communities in need of drinking water and wastewater systems. RCAP and NYSEFC provided assistance in developing the applications for grants and loans while the EFC focused on methods to generate community support and customize public education efforts concerning the costs of systems and issues surrounding the impetus for the projects.

## INITIATIVES FOR 2005

- Develop new projects in collaboration with the Center of Excellence in Environmental Systems, led by Syracuse University and the New York Indoor Environmental Quality Center, an umbrella organization that channels the efforts of 12 research institutions, targeted research centers, and nearly 50 businesses and economic development organizations that are participating in this regional initiative.



- Develop projects in New Jersey and other areas within EPA Region 2. This entails continuing to work with the New Jersey Pinelands Commission on a waste management district project. The Commission contacted the EFC in 2004 to assist them in public outreach and education for a special district to manage septic systems in this environmentally sensitive area. New construction in the Pinelands is required to include advanced septic systems to reduce the potential of nitrogen and other contaminants entering the environment. The Commission is concerned that these systems be properly maintained and would like the EFC to work with them on determining public knowledge and acceptance of waste management districts. The EFC has proposed a series of focus groups and other outreach methods to identify stakeholder concerns about potential districts. The EFC will build on this project by continuing to identify potential partners and projects in New Jersey.
- Implement and build upon the “next stage” of the Source Water Protection Project. In 2004, the EFC received funding from a private foundation to support focus groups and community information meetings which were held in late 2004, with plans to continue these efforts in 2005. Additionally, the EFC has submitted a proposal for funding to expand these efforts; anticipated activities include supplemental trainings and the development of customized community outreach and education materials. This work will pave the way for additional project activities and growth. Thus, the intent of the EPA to provide “seed” funds to enable a broader project will be achieved.
- Continue to develop the “*Panels on Wastewater for Local Representatives*” in collaboration with the NYS DEC, NYRWA and NYWEA, expanding upon the subject matter presented and incorporating additional partnering organizations as appropriate. Supplemental funding from the NYS DEC is anticipated in 2005.
- Continue to develop the Public Management and Finance Program, particularly with respect to pilot testing the concept in at least two other states served by an EFC. This will involve coalescing technical assistance providing organizations, identifying two communities, and sponsoring travel to New York for representatives of those communities to receive training at one of the EFC’s three-day training events. This will, first, show the commitment to the collaborative element of the PMFP, and, second, it will enable the PMFP to elicit data on the needs of communities outside of New York and, thus, be able to develop proposals for funding accordingly.

- Support graduate student projects to research environmental finance issues for communities and other nonprofit or government associations. It is anticipated that various capstone projects will be carried out in May 2005.

## PRESENTATIONS, CONFERENCES AND MEETINGS

In addition to the aforementioned projects, the EFC regularly participates in national, state-wide, regional and local professional events. The following summarizes these activities and also includes representative examples of project activities.

- January 2004 – Traveled to New Mexico to meet with USDA representatives and NM EFC staff to plan for the development and implementation of the PMFP in New Mexico.
- February 2004 – Presented information about the EFC Network and the PMFP at the New York State Association of Towns Annual Meeting in New York City.
- February 2004 – Traveled to North Carolina to meet with the USDA representatives and EFC@UNC staff to plan for the development and implementation of the PMFP in North Carolina.
- February 2004 – Facilitated PMFP Partnership Forum for technical assistance providers; primary topic: municipal financing.
- March 2004 – Attended Environmental Finance Advisory Board meeting in Washington, DC, which preceded the EFC Director's meeting that took place immediately thereafter.
- March 2004 – Presented information about the EFC Network and facilitated a roundtable discussion in Freeport, Maine to assist the New England EFC with the "Technical Assistance Issues in Maine Towns" meeting.
- March/April 2004 – Conducted training event at Syracuse University's Minnowbrook Conference Center for local government officials and technical assistance providers.
- May 2004 – Conducted training event at Syracuse University's Minnowbrook Conference Center for local government officials and technical assistance providers.

- May 2004 – Presented four public outreach sessions in Dunkirk, NY about the value of municipal drinking water.
- May 2004 – Presented at the New England Interstate Water Pollution Control Commission conference in Lake George, NY about financing watershed protection.
- June 2004 – Facilitated PMFP Partnership Forum for technical assistance providers; primary topic: stormwater management.
- June 2004 – Received an additional one week of training in Process Communication Management in Little Rock, Arkansas for the purpose of providing such training to local government officials.
- July 2004 – Presented at the 2004 Society for Conservation Biology Conference in New York City about the EFC Network with the New England EFC (and other EFCs).
- August 2004 – Attended Environmental Finance Advisory Board meeting in San Francisco, CA.
- September 2004 – Facilitated PMFP Partnership Forum for technical assistance providers; primary topic: EFCN as a community resource.
- September 2004 – Presented rate analysis options to board members of the Village of Bergen, NY.
- September 2004 – Facilitated two “*Panels on Wastewater for Local Representatives*” in collaboration with the NYS Department of Environmental Conservation, NY Rural Water Association and NY Water Environment Association.
- October 2004 – Conducted training event at Syracuse University’s Minnowbrook Conference Center for local government officials and technical assistance providers.
- October 2004 – Facilitated the third “*Panel on Wastewater for Local Representatives*” in collaboration with aforementioned partners.
- November 2004 – Attended Demographic Analysis Workshop in New York City

for the purpose of improving research skills with US Census data and GIS systems.

- November 2004 – Presented at the NYS Department of Environmental Conservation’s “Manager’s Forum” in Syracuse, NY about the EFC and the *“Panels on Wastewater for Local Representatives”*.
- December 2004 – Facilitated PMFP Partnership Forum for technical assistance providers; primary topic: alternative financing through underwriting and other means.

## CONTACT INFORMATION

For more information, please visit our website: <http://www.maxwell.syr.edu/efc> or contact the Syracuse EFC at (315) 443-9994.